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Massachusetts Advisory Council
on Education
182 Tremont Street
Boston, Massachusetts 02111

November 1, 1974

A N N U A L R E P O R T

of the

MASSACHUSETTS ADVISORY COUNCIL ON EDUCATION

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ANNUAL REPORT 1974

INTRODUCTION

This brief report is provided as a record of Council activities and plans for the future. Before commenting on activities conducted in 1974, we wish to express the deep appreciation of the Council for the outstanding service of three members whose terms have expired. These members are:

Mrs. Shirley R. Lewis who served on the Council since September 27, 1965;

Mr. H. Felix de C. Pereira who served on the Council since December 10, 1970; and

Mr. Philip C. Beals who served on the Council since September 27, 1965, and was its Chairman from September 1969 to September 1972.

We also wish to express our appreciation to the many persons whose efforts helped to bring about the implementation of recommendations from two major MACE reports in 1974:

1. The passage of a new law based on the study, TEACHER CERTIFICATION AND PREPARATION IN MASSACHUSETTS. This law will lead to having certification based on evaluation of actual teaching performance rather than on courses completed and a brief experience in practice teaching.

and
2. The passage of several new laws based on the REPORT OF THE MASSACHUSETTS BUSINESS TASK FORCE FOR SCHOOL MANAGEMENT.

These new laws on business operations in schools will save millions of dollars for taxpayers in Massachusetts.

Finally, we look forward to completion of action by appropriate state and local officials on some of our major recommendations released in 1974. These recommendations are included in reports entitled:

1. Higher Education in Massachusetts: A New Look at Some Major Policy Issues
2. Strengthening the Alternative Post-Secondary Education System: Continuing and Part-Time Study in Education
3. Something of Value
and
Elementary Science Handbook
4. The Here, Now and Tomorrow of Cable Television in Education....A Planning Guide

CURRENT PROJECTS

MACE has greatly increased its staff operations in 1974. In addition to defining and supervising contracts with outside researchers and evaluators, our small staff is now gathering research from across the nation and making the results available to state boards and schools and colleges through monthly publications, seminars, and special consultation meetings. This is a highly cost effective practice. Initial indications are that it is having as much impact on

local practices as our major and most influential contracted studies. For example, many school districts are now actively engaged in strengthening their staff evaluation programs on the basis of information provided in MACE seminars. This staff work is fulfilling the charge to the Council of recommending and promoting improvements in the public educational programs of the Commonwealth.

The following list of contracted studies shows the wide range of research and evaluation covered by the Council. All of these studies were selected on the basis of information from both educators and non-educators about the major problems and opportunities facing public education in Massachusetts.

Title: MASS/PACT: A PROJECT/STUDY FOCUSING ON SCHOOL AND COMMUNITY COLLABORATION IN EDUCATIONAL IMPROVEMENT

Contractor: Institute for Responsive Education
Boston University, Boston 02215

Description: A study of the ways in which schools and their communities can better work together to improve education. Will utilize committees (field study teams) organized around the regional education centers to involve large numbers of citizens in information gathering, consciousness-raising and implementation.

Products:

- . 7,000 copies each of four issues of MACE newsletter summarizing
 1. literature review
 2. inventory of programs
 3. result of policy analysts
 4. recommendations to the Legislature
- . 1,400 copies of a handbook detailing successful practices; describing programs and projects, the problem solving process, the need for input, how to get information, policy analysis; listing resources available
- . 10,000 brochures describing the project
- . 1,400 directories

Funding: \$57,299

Completion date: Spring, 1975

Title: FINANCING PUBLIC EDUCATION IN MASSACHUSETTS: A PROCESS FOR REVISION

Contractor: John E. Heffley, 102 Blue Hills Road, Amherst 01002

Description: Main objectives will be to study the political acceptance of existing state aid to public education to ascertain the expectation of both political and educational elements for state aid in the future and to formulate a new funding formula which will be introduced in the General Court.

Products: research report
legislation

Funding: \$13,000

Estimated completion date: Late in 1974

Title: STUDENT PERMANENT RECORD FILES: THE RIGHT TO PRIVACY RELATED TO THE CONTENT AND ACCESSIBILITY OF STUDENT RECORDS IN MASSACHUSETTS PUBLIC HIGH SCHOOLS.

Contractor: Dr. William Allen, 692 North East Street, Amherst 01002

Description: Will gather information on and develop legislation on regulations regarding privacy of student permanent record files.

Products: A written explanation of the regulations adopted by the MDE Task Force on Student Records with model suggestions for school district implementation. Will be published in the form of an article in the Department's publication, COMMONWEALTH.

Funding: \$800

Estimated completion date: Late in 1974

Title: ASSESSMENT MODULE FOR SCHOOLS INITIATING CURRICULUM CHANGE IN ELEMENTARY SCIENCE

Contractor: Dr. George T. Ladd, 23 Curve Street, Natick, 01760

Description: An implementation phase of the elementary science study completed for the Council by Harvard University in fall '73 which will help schools with self-assessment of their elementary science programs prior to the installation of more innovative (NSF) programs.

Products: 2,500 copies of a final study report outlining the assessment module which will be used to expand the project to other schools in Massachusetts and to prepare participating schools for involvement in a statewide, three-year NSF grant providing consultants to assist in full scale implementation.

Funding: \$13,000

Estimated completion date: September, 1975

Title: COLLABORATIVE IMPLICATIONS OF CHAPTER 766 IN PROGRAMMING FOR LOW-INCIDENCE HANDICAPPED INDIVIDUALS

Contractor: Education Collaborative for Greater Boston (EDCO)
186 Hampshire Street, Cambridge 02138

Description: Concentrates on identifying "low-incidence" youngsters (those living in areas where less than 2% of the total school population aged 5-19 have special needs), analyzing existing public and private school programs, evaluating the effectiveness of current regional programs and outlining the design of a model regional program for implementation.

Products: 1,000 copies each of four interim reports
6,000 copies MACE newsletter
1,000 copies handbook

Funding: MACE \$70,156
MPP 7,500
MDE 18,000
\$95,656

Estimated completion date: January 1975

Title: A STUDY OF SUCCESS AND FAILURE IN THE TEACHING OF READING

Contractor: Educational Research Corporation
85 Main Street, Watertown 02172

Description: An investigation of those aspects of selected urban schools' education delivery system that accounts for its success at teaching students to read. Socio-economically matched pairs of successful and unsuccessful schools in given cities were observed and questioned to locate systematic patterns of characteristics and activities which account for differences in students' performances.

Products: 5,000 copies of a technical report
2,000 -- 3,000 copies of a summary report written in lay terms and describing practical steps that can be taken to improve current practices.

Funding: \$110,666

Estimated completion date: Late in 1974

Title: PROPERTY DAMAGE AND VANDALISM IN EXISTING SCHOOL FACILITIES: OPTIONS FOR RENOVATION AND REMODELLING

Contractor: Zeisel Research
32 Chatham Street, Cambridge 02138

Description: Will focus on "designing out" damage to existing building caused by overuse, misuse and unplanned-for use from the perspective of Massachusetts building codes.

Products: 2,000 copies of policy guide presenting research findings, recommendations for improved design and social programs to reduce vandalism
7,000 copies of summary MACE newsletter
Four regional workshops

Funding: \$15,000

Estimated completion date: December, 1974

Title: REVENUE-TAXATION RELATIONSHIPS

Contractor: Massachusetts Taxpayers Foundation
145 Tremont Street, Boston 02111

Description: Will aid in appraising the revenue-taxation implications of proposals for reform in state aid to education. Will not recommend reforms in public policies but present statistical data in a factual, explanatory manner for readers who are not fiscal experts.

Products: 7,000 copies of a pamphlet about 24 pages in length

Funding: \$5,500

Estimated completion date: November, 1974

Title: SCHOOL DISTRICT ORGANIZATION AND COLLABORATION

Contractor: Robert H. Schaffer & Associates
401 Rockrimmon Road, Stamford, Connecticut 06903

Description: Investigated ways in which Massachusetts might provide more effective and efficient educational service and more equal educational opportunities through both collaboration and improved organization.

Products: full report
summary report
MACE newsletter

Funding: \$200,000

Estimated completion date: Bulk of Commission's work completed; products to be distributed November, 1974

Title: THE ELDERLY AND EDUCATIONAL INSTITUTIONS IN THE STATE OF MASSACHUSETTS

Contractor: Kirschner Associates, Inc.
733 15th Street, NW, Washington, D.C. 20005

Description: Will define the educational needs of the elderly and how agencies and institutions can meet these needs; describe and analyze existing "model" programs, mechanisms and/or relationships for improved service.

Products: 5,000 copies of a handbook describing educational opportunities for elders
5,000 copies of a handbook on planning, administering and evaluating programs for the elderly
technical report

Funding: \$60,130

Estimated completion date: May, 1975

Title: PERFORMANCE EVALUATION OF COLLEGE TEACHING

Contractor: TDR Associates, Inc.
375 Elliot Street, Newton 02164

Description: Will summarize the experiences of institutions of higher education with various approaches to evaluation of college teaching; design and initiate strategy implementation; raise the level of awareness, understanding and initiative among legislators, consumers and college and university personnel.

Products: 7,000 copies of three issues of a newsletter
300 copies of a handbook
50 copies of a final report
100 copies of a resultant proposal for added funding and dissemination

Funding: \$66,302

Estimated completion date: June, 1975

Title: MANAGEMENT STANDARDS FOR AWARDING HIGH SCHOOL DIPLOMAS

Contractor: College Entrance Examination Board
470 Totten Pond Road, Waltham 02154

Description: Will identify models and resources for certifying learning accomplishments that qualify a student for receipt of a high school diploma and formulate necessary legislation and regulations to implement a certification program.

Products: 7,000 copies of three issues of MACE newsletters
pamphlets describing goals and processes for determining standards
and competencies and suggesting modifications, regulations and
legislation
handbook on alternatives

Funding: \$67,725

Estimated completion date: June 30, 1975

PROPOSED STUDIES

On the basis of field surveys and careful analysis, we have identified a list of research and evaluation priorities for the future. These priorities are described in the blue "Section B" pages attached hereto and constitute the remainder of our annual report. We look forward to strong support from the Governor, legislative leaders, and other citizens in pursuing these projects.

October 1, 1974

Section B

Massachusetts Advisory Council
on Education
182 Tremont Street
Boston, Massachusetts 02111

PROPOSED RESEARCH, EVALUATION AND DEVELOPMENT PROGRAM; FISCAL 1976

The purpose of this program is to hire highly qualified independent evaluators and planners on a temporary basis to provide the General Court, the Governor and his representatives, state boards of education, local schools and colleges, and all citizens of the Commonwealth with evaluation, recommendations, and such other products as are relevant to improving the effectiveness and efficiency of educational service in the state. The activities listed in this program have been selected as high priorities on the basis of a careful analysis of current problems and opportunities in the Commonwealth. While many other worthy projects have been suggested to the Council, Council members have felt obligated to restrict the activities proposed for fiscal year 1976 to those that are:

1. Most critical to this point in time.
2. Most amenable to the definition of practical solutions or products within a reasonable period (twelve to eighteen months of work or less).
3. Most apt to result in a high return of benefits in ratio to the proposed investments of state resources.
4. Regulated to call for a total estimated investment that can be defined as extremely reasonable for one fiscal year in view of the long-term prudence of basing the future operation of governmental agencies on non-partisan evaluation and planning.
5. Least apt to duplicate the efforts of other agencies in and outside Massachusetts, agencies whose products can be made available to our citizens through the information dissemination activities of the Council and other state units.

The Council stands ready to redirect the application of resources and priorities defined under this program if, in its judgment, such change would better serve the interests of the citizens of Massachusetts when fiscal 1976 funds are made available. Therefore, this early definition of activities is proposed as one stage in a dynamic planning process, not as a static list of decisions. Council and staff members will welcome suggestions in this regard. Finally, the cost estimates associated with proposed activities are based upon experience with past bidding and are subject to change on the basis of actual bids in the future.

G.M. - PROJECT #1: DEVELOPMENT OF A STRENGTHENED ASSISTANCE PROGRAM FOR SCHOOL COMMITTEES AND THEIR SUPERINTENDENTS.

In recent years, there has been an emphasis on establishing laws and regulations that define new performance requirements for schools. School committees are faced with stringent requirements in special education services, anti-discrimination activities, citizen involvement, and many other areas. While this has been a useful trend in terms of promoting better service to all citizens, we cannot escape the reality that an expansion of performance requirements requires an equally strong expansion of management capabilities in local school districts. School committee members and their superintendents now feel submerged in a mass of demands to a degree that seriously affects their ability to manage service actions effectively. Therefore, the state has a responsibility for dramatically expanding the degree to which state resources are made available to help local schools accomplish their performance goals.

This project has been strongly endorsed by the Massachusetts Association of School Committees and the Governor's Commission on School District Organization and Collaboration. It would be a cooperative effort with the Massachusetts Association of School Committees, the Massachusetts Association of School Superintendents, the Department of Education, and such outside consultants as are necessary to:

- a. Identify those actions needed to expand the training and assistance programs and materials already offered to local committee members and their superintendents by cooperating agencies and
- b. Implement those actions within a framework approved by the cooperating agencies.

Without prejudicing the right of study agents to decide differently, it is anticipated that the project will:

- a. Expand the management seminar and workshop opportunities now offered to school committees and superintendents.
- b. Design a system for encouraging attendance at the seminars and workshops.
- c. Produce handbooks or guides that offer more support to results-oriented management activities on the part of local school committees and superintendents.
- d. Establish an evaluation and renewal program for determining and improving the effectiveness of the new programs and materials.

Estimated Cost\$65,000 - including extensive distribution of publications.

G.M.-PROJECT #2: EVALUATION AND PROPOSED RENEWAL OF THE STRUCTURE FOR GOVERNANCE AND COMMUNICATION ESTABLISHED IN RESPONSE TO THE WILLIS-HARRINGTON REPORT.

The Willis-Harrington Report represents a landmark in educational progress in Massachusetts. After ten years of experience with the directions established by that report, with massive growth in the educational establishment, with alternative governance experiments in other states, and with significant changes in the dynamics of population and finance; we have reached a point in time when it is important and even critical to evaluate and renew operation of the governance-communication structure established by Willis-Harrington. Because both the Secretary of Educational Affairs and the Committee on Education have already invested considerable initial effort in such analysis, the information base now exists for a culminating effort by independent evaluators and planners. It will be much less costly to complete this work now than it will be three or four years from now. Even more significant, it is critical that renewal of the Willis-Harrington directions be accomplished on time to give your governance-communication structure new strength and flexibility that will be needed to face the imminent and overwhelming challenges of major changes in enrollment patterns, financing, and roles in the public-private educational network of the Commonwealth.

The Council proposes to have an analysis accomplished that will:

- a. Begin with a focus on the decision-making and coordination goals of Willis-Harrington.
- b. Evaluate the degree to which these goals are or are not being accomplished and why.
- c. Define the possibilities for improvement in pursuing the Willis-Harrington goals on the basis of:

- (1) the above evaluation
 - (2) experience in other states
 - (3) reactions of leaders to recent reorganization proposals
 - (4) projected needs and resources
- d. Propose very specific recommendations including legislation as necessary on the basis of defined possibilities for improvement. The recommendations would include careful cost estimates and long-term evaluation and renewal processes.

Estimated Cost.....\$50,000 assuming additional resources being available through coordination with the new Commission on Equal Educational Opportunity chaired by Senator Boverini and Representative Daly.

G.M.- PROJECT #3: EVALUATION AND PROPOSALS FOR IMPROVEMENT OF THE TOTAL ASSESSMENT -- ACCOUNTABILITY STRUCTURE FOR THE PUBLIC ELEMENTARY AND SECONDARY SCHOOLS OF MASSACHUSETTS , A MAJOR COORDINATION EFFORT

There are now four distinct thrusts to assessment and accountability activities for the public schools of Massachusetts:

- a. The traditional evaluations of secondary schools by the New England Association of Schools and Colleges.
- b. The many different local programs of teaching, evaluation, and public reporting practiced by separate school districts.
- c. The expanding efforts of the Department of Education to implement state-wide testing and evaluation activities related to state goals and national assessment practices.
- d. The recent recommendations of the Governor's Commission of School District Organization and Collaboration calling for a system of evaluation -- assistance operated through regional offices of the Department of Education, a system designed to promote equalization of educational opportunities throughout the state in conjunction with any equalization of financial support for schools.

There are many possibilities for wasteful duplication or even conflict of effort among these four thrusts as well as opportunities for important coordination and division of effort. The citizens of Massachusetts are going to be shortchanged unless plans are developed very soon to promote coordination and to avoid duplication in assessment and accountability activities in our state.

The Council proposes to bring together the agencies and citizen groups involved with assessment activities and to develop one coordinated plan with supporting materials for Massachusetts. Without excluding other possibilities, it is anticipated that this project will:

- a. Define a comprehensive list of the goals and purposes of assessment-accountability practices in Massachusetts.
- b. Define a related list of the activities needed to realize these goals.
- c. Evaluate current and proposed activities and, on the basis of this analysis; propose a division of labor and a system of coordination for implementing, evaluating, and reviewing this division of labor through:

- (1) Local schools and citizen groups
 - (2) Regional education centers and their advisory committees
 - (3) The Department of Education and its advisory committee
 - (4) The New England Association of Schools and Colleges
 - (5) The General Court and the Governor
 - (6) Any other parties
- d. Produce a handbook and model materials and seek additional funds for continued development of materials needed for self-evaluation by local schools and school districts, evaluation that emphasizes:
- (1) Convenient availability of learning opportunities and
 - (2) Actual results of instructional programs and
 - (3) Preparation and distribution of data useful to individual learners and other local citizens, the state assessment program, and the evaluation program of the New England Association of Schools and Colleges
- e. Define and propose whatever legislation and/or regulations are desirable. The project will NOT attempt to design specific materials for use in the Department of Education's assessment project but will leave that continuing task to the Department within the realm of coordination suggestions evolved by the project. It will attempt to assist school districts in planning assessment projects that:
- a. Will be coordinated with what otherwise could be a mish-mash of state and regional activities.
 - b. Could be funded with local funds, state funds under new legislation being proposed by the Board of Education, or both
 - c. Will be coordinated with the guidelines for citizen involvement and awarding of high school diplomas that are being evolved in projects already funded by the Council.
 - d. Will encourage citizens to have faith in the existence of a constructive system of quality control in the public schools of Massachusetts.

Estimated Cost.....\$100,000

S.M. PROJECT #4: DESIGN OF INFORMATION MANAGEMENT SEGMENTS FOR HIGHER EDUCATION

The Chancellor of Higher Education and others have requested Council assistance in developing segments of the information management process needed to support more effective and more coordinated decision-making for higher education activities in the Commonwealth. The Council is interested in participating in this development in order to support progress toward creation of an effective information management system and in order to promote coordination with the elementary-secondary level and other agencies working on the evolution of information management processes. Together with the Secretary of Educational Affairs, the Council wishes to promote coordinated evolution of a system that:

- a. Will gather useful information, not just data and
- b. Will avoid duplication of effort among the various education levels and offices in Massachusetts.

This project will be a cooperative endeavor with the Board of Higher Education and other agencies over a period of years. During fiscal 1976, it is anticipated that at least two of the following critical areas will be addressed:

- a. Information and procedures for program evaluation and approval on the post-secondary level.
- b. Information and procedures for coordinating public-private use of space for post-secondary instructional programs.
- c. Information and procedures for defining and utilizing cost comparisons among post-secondary institutions.
- d. Information and procedures for protecting and regulating student admissions in post-secondary institutions.

The final selection of areas to be addressed will depend upon continued discussion with Board of Higher Education representatives and careful evaluation of work being accomplished in Massachusetts and elsewhere by the National Center for Higher Education Management Systems (NCHEMS). The Council project will be carefully designed to support and supplement but not to duplicate NCHEMS.

Estimated Cost..... \$60,000

G.M-PROJECT #5: ESTABLISHMENT OF A DIRECTORY SYSTEM ON EDUCATIONAL ASSISTANCE FOR THE CITIZENS OF MASSACHUSETTS.

Many citizens refer requests for information and assistance on educational opportunities and problems to the wrong state and regional offices because there is no truly comprehensive system for helping citizens to know where information should be sought. In the absence of a strong directory system, many citizens who need certain types of assistance make no contacts with agencies that exist to give them that assistance. Indeed, some state and regional offices are not even aware of the types of useful information available to them from other offices.

This project would utilize contacts with many state agencies inside and outside the realm of education to:

- a. Determine the categories and locations of information and assistance related to educational opportunities and problems.
- b. Define and analyze alternative ways in which the existence and scope of information -- assistance centers could be conveniently made known to citizens including:
 - (1) citizens in general
 - (2) school officials
 - (3) legislators
 - (4) state employees who can help other citizens to locate appropriate centers.
- c. On the basis of analysis, propose a directory system that is designed to be:
 - (1) effective
 - (2) efficient, and
 - (3) regularly up-dated by appropriate agencies
- d. Based on agreement with appropriate agencies, create the initial publications and/or other information devices and techniques needed to implement this system.
- e. Emphasize the advance delivery of realistic information on vocational opportunities to high school and college students.
- f. Emphasize the delivery of information and assistance to minority students and women working to overcome discriminatory practices in education and employment.

Estimated Cost.....\$50,000 including publications.

PROJECT #6: MINI-STUDIES ON TOPICS CRITICAL TO THE IMPROVEMENT OF EDUCATIONAL SERVICE IN MASSACHUSETTS

In addition to its major studies, the Council annually addresses mini-studies costing \$20,000 or less to several carefully selected topics. For fiscal 1976, proposed mini-studies are listed in an order of priority as were the major projects above. These mini-studies are:

S.M.- 1. EVALUATING THE EFFECTIVENESS OF THE EXPANDED REGIONAL EDUCATION CENTERS OF THE DEPARTMENT OF EDUCATION. As these centers are expanded, it is essential that their effectiveness and efficiency be monitored and shaped to ensure strong value to taxpayers. Such evaluation would continue over a period of years to give the Board of Education and members of the General Court impartial information needed for their periodic decisions on management and funding of these offices.

Estimated Cost.....\$15,000

S.M.- 2. DEFINING SPECIFICATIONS FOR A TELEVISION INSTALLATION IN THE HOUSE OF REPRESENTATIVES. Subject to the discretion of the Speaker of the House and other representatives, the Council can cooperate with the Massachusetts Committee for Educational Television and other public and private agencies to arrange preparation of specifications for installation of unobtrusive television facilities that could be used at the command of the House to provide live coverage of critical debates to students and other interested citizens. Systems of this type are already functioning successfully in other states.

Estimated Cost.....\$2,000

S.M.-3. DEVELOPING A TEACHERS' HANDBOOK AND PROPOSED LEGISLATION ON APPLICATION OF COPYRIGHTS IN EDUCATION. In the new age of photocopiers and videotapes, serious copyright questions are being raised and are remaining unanswered on a daily basis in classrooms across the country. Production of a teachers' handbook addressed to these questions would be a practical benefit to schools and colleges and could have significant impact on the quality of national legislation in this area. In the latter regard, promoting state interests on the national level is an activity too often neglected in the field of education.

Estimated Cost.....\$20,000

G.M.-4. REVIEWING PAST COUNCIL STUDIES AND PROJECTING RECOMMENDATIONS FOR FUTURE ACTION. Many recommendations from past Council studies have been implemented; some have not. After a decade of evaluation and research much can be gained from reviewing past studies and:

- a. Recording positive action on study recommendations,
- b. Categorizing recommendations that have not been implemented, and
- c. Projecting the need for revision and/or action on the recommendations that have not been implemented

At this stage in time, we need to review and use past evaluations and research carefully before we move on to a new decade of new evaluations and research.

Estimated Cost.....\$10,000 with staff assistance

S.M.- 5. IDENTIFYING RESEARCH AND FUNDING SOURCES USEFUL TO COUNCIL OPERATIONS. As a state agency charged with developing recommendations for improvement in the delivery of educational service, the Advisory Council on Education could improve the efficiency and impact of its own operations if it had the benefit of a comprehensive survey and analysis of relevant information and funding sources inside and outside Massachusetts. More research accomplished by both educational and non-educational agencies outside Massachusetts could be made useful to schools and colleges in Massachusetts. More of the research performed here in Massachusetts could attract the support of co-funding from outside the state. A temporary infusion of assistance from consultants could supplement current staff efforts from other agencies. Benefits to citizens of Massachusetts from more exchange of research results and more co-funding of research or evaluation projects could greatly exceed the cost of supplementing staff efforts in this area.

Estimated Cost.....\$10,000

G.M. 6. ESTABLISHING AN ANNUAL STATE CONFERENCE ON EDUCATION. Many groups hold annual conferences in education already. However, most of these conferences are slanted toward one major topic (like finance) or one major group (like school committees and superintendents). The Commonwealth could gain much more focus to annual efforts on educational improvement if leaders from many groups could come together at the start of each school year, perhaps in mid-September, and discuss topics established by a planning group consisting of such persons as:

- a. Legislative leaders,
- b. The Secretary of Educational Affairs.
- c. The Chancellor of Higher Education,
- d. The Commissioner of Education
- e. Directors of the Massachusetts Educational Conference Board.
- f. Officers of a broad range of consumer organizations (Taxpayers Foundation, League of Voters, Citizen Advisory Councils in regional education centers, one or more student organizations, etc.)
- g. Selected business leaders

Such a conference could become a major source of common information and unity in promoting educational service and accountability in Massachusetts.

Estimated Cost.....\$10,000

S.M.- 7. PROMOTING ACTION AGAINST DISCRIMINATION ON THE BASIS OF SEX IN THE SCHOOLS AND COLLEGES OF MASSACHUSETTS. Several national studies are now underway in this area, studies addressed to both curriculum activities and employment practices. Without duplicating the efforts of the national studies, the Council proposes to arrange:

- a. Statewide distribution of information or adapted information from the national studies and related projects and
- b. Three or more regional conferences for school administrators and counselors, conferences specifically designed to promote more effective guidance of female students in the schools of Massachusetts.

Estimated Cost..... \$ 12,000

S.M.- 8. ANALYZING THE EDUCATIONAL NEEDS OF AMERICAN INDIANS IN MASSACHUSETTS. The Boston Indian Council estimates that there are over 10,000 Indians living in Massachusetts. Like any relatively small ethnic group, these citizens have special educational needs. This project would attempt to:

- a. Identify the quantity, location, and special needs of Indians throughout Massachusetts.
- b. Propose the specific actions that should be taken to fulfill the special needs of this population group.

The project would be the first in a series addressed to the educational needs of different ethnic groups in Massachusetts.

Estimated Cost \$15,000

GENERAL MANAGEMENT RESEARCH VS. SPECIAL MANAGEMENT RESEARCH

For purposes of budget analysis, the research program of the Council can be divided into two major sets of activities:

1. GENERAL MANAGEMENT RESEARCH. Projects in this category are preceded by the abbreviation G.M. in the project listing. They are designed to have impact on a broad range of management endeavors in state agencies and/or schools and/or colleges in Massachusetts. With some exceptions, such general projects are given a higher priority ranking than projects with a narrowed focus because the broad projects tend to do more to increase the general management capabilities of operating units in education.
2. SPECIAL MANAGEMENT RESEARCH. Projects in this category are preceded by the abbreviation S.M. in the project listing. They are designed to focus on one or two very specific management problems. With some exceptions, such narrowed projects are given a lower priority ranking than projects with a broadened focus because the narrowed projects are sometimes useful only to those operating units which have developed broad management capabilities.

EVALUATION OF COUNCIL PROJECTS

Each of the projects proposed in this budget program would be carefully evaluated in terms of:

- a. Actual production of specified products (number and quality of reports, handbooks, etc.)
- b. Initial reaction of field consumers to the products.
- c. Implementation of recommendations defined (on a "score card" basis over a period of one to five years).

The continuing goal of the Massachusetts Advisory Council on Education is to cause strong and measurable improvement in the effectiveness and efficiency of educational service in the Commonwealth. We pursue that goal by designing our projects and follow-up activities to make a difference and by constantly working to evaluate and improve our own effectiveness in that regard.

Mrs. Mary E. Warner, Chairman
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